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## Time Management Training and Its Effect on Head Nurses' Work-Family Conflict

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### ABSTRACT

Effective time management has become increasingly important for head nurses to accomplish the health care organizations' objectives. Also, time management can help head nurses in balancing their professional and personal lives. Learning how to manage nursing time at work will reduce work stress, burnout and gain control over work. The present study is conducted to assess the effect of time management training on head nurses' work-family conflict. A one group pretest - posttest quasi-experimental design has been conducted to achieve the aim of this study. The study was conducted at maternity hospital which affiliated to Ain-Shams University Hospitals. The subjects of the study included 40 head nurses working at mention setting. The results indicated that there was a highly statistical significant difference between pre /post, pre / follow up results regarding time management knowledge level, work-family conflict (p-value .05). The study revealed that the head nurses' work-family conflict reduced markedly after implementing the time management training in the intervention.

### INTRODUCTION

Managing time can be difficult, especially for nurse leaders attempting to handle busy schedules that include meetings, staffing problems, and other healthcare issues that occur throughout the workday. Some people consider a day completely occupied with commitments an indicator of good time-management skills. However, constantly moving from place to place or project to project doesn't mean that time is managed appropriately. (Said, 2019).

Poor time management can lead to inefficient work flow, wasted time, missed deadlines, poor-quality work, and decreased work satisfaction. This study will provide time-management skills that nurse leaders can use in any setting. Nursing is a demanding job and it can often feel as though there are not enough hours in the day to complete all of tasks required. Unlike other jobs, priorities can change rapidly when a patient is in urgent need for attention (Kearns & Gardiner, 2019). Head nurses can find themselves isolated and trapped in the middle between various groups who can be simultaneously demanding very different kinds of behavior from the head nurse. High levels of accountability and pressure, dealing with risks, negotiating conflicting points of view, and managing high amounts of intensity can all lead to stress in the head nurse role. Moreover, the head nurse assumes fulltime responsibility for the administration of the nursing unit and hence the managerial success of their nursing unit (El-Ghabbour *et al.*, 2015). So, time management training causes individual's better recognition about working conditions and provides situations by which people organize their works through identifying points of power and weakness, proper planning and prioritizing the works. Time management enables people to overcome against stressful conditions, daily problems, life and workings. Therefore, making nurses empowered

against stressful factors causes increasing capacity and efficiency (Ghorbanshiroudi, 2020).

Work family conflict is becoming a burning issue both in developed and developing countries. Work-family conflict is a common phenomenon of modern life in many countries and cultural contexts (Remery & Schippers, 2019). Academicians, researchers, experts and policy makers are very concerned about the Work-Family Conflict and consequently they are taking much interest in making a balance between work and family life (Gragnano *et al.*, 2020).

Work-Family Conflict can lead to higher levels of job stress, greater occurrences of absenteeism and show higher levels of turnover intentions and actual turnover, generally, overall life satisfaction decreases under higher levels of Work-Family Conflict, in the workplace, it has been shown to lead to lower job satisfaction and higher job distress (Akoensi *et al.*, 2021).

Work family conflict was found to be associated with many negative consequences such as low job satisfaction, disorders, substance abuse, sleep insufficiency, insomnia symptoms, low work performance, career dissatisfaction, poor psychological well-being, anxiety disorders, and mood disorders (Salvagioni *et al.*, 2017).

### MATERIALS AND METHODS

A quasi-experimental research design with pre-posttest was used to carry out this study at the maternity hospital affiliated to Ain-Shams University hospitals where the head nurses worked. The subjects of the study included 40 head nurses working in mention setting. Purposive Sample was used at the study. Data collection was conducted after obtaining official letters containing the aim of the study issued from the Dean of the Faculty of Nursing, Ain-Shams University to medical directors of the maternity hospital and to the general nursing director of the maternity

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hospital that affiliated to Ain-Shams University hospitals. The data for this study was collected through three tools, the first tool: Time management knowledge Questionnaire includes two parts; Part 1: It included personal and job characteristics of head nurses as: age, gender, department, educational qualification, experience, and previous training.

Part 2: time management knowledge questionnaire: It was developed by the researchers based on literature review (Awad, 2016). It aimed at assessing knowledge of head nurses about time management skills. It was included MCQ questions covered 31 items consisted of Definition of time management, important of time management, benefits of time management, and principles of time management, time wasters, delegation, and time management strategies. Head nurses' knowledge was considered satisfactory if the percent score was 60% or more and unsatisfactory if the score was less than 60% (Garcia & Periz, 2019). With Cronbach's value for (0.745). The second tool: time management observational checklist, this tool was developed by (Garcia & Periz, 2019) and modified by the researchers. It was developed by the researchers based on literature review (Kamal, 2019). It aimed to assessing head nurses' time management skills. It included items related to planning, setting goals, setting priorities, and dealing with time wasters, With Cronbach's value for (0.804). The third tool; The Work-Family Conflict Scale:

This scale aimed to assess level of work family conflict among head nurses and their assistants. It was developed by (Ebrahimi *et al.*, 2014), and it was adopted by the researchers from (Carlson *et al.*, 2020). It measured two directions; work interfering with family (WIF) and family interfering with work (FIW). The scale consisted of (18) items divided into (6) subscales (time-based WIF, time-based FIW, strain-based WIF, strain-based FIW, behavior-based WIF, behavior-based FIW) which included 3 items in each subscale to assess each combination of type and direction of work-family conflict

The actual fieldwork of the study started from the January 2023 to the end of November 2024. It was carried out through assessment, planning, implementation, and evaluation phases. Based on the data obtained from analysis of the assessment phase, and review of related literatures, the researcher designed the time management training program for the intervention subjects. The training program was implemented in the maternity hospital. The time allotted for implementing the program was 16 hours, obtained 8 sessions through 4 weeks (2 sessions /week) and every session took 2 hours. For data collection, a schedule was held for 4 days/ week during morning shift and each day was divided into two sessions in the presence of the researcher to clarify any queries and prevent any knowledge contamination. Five to eight sheets were collected daily and checked by the researcher to ensure its' completeness. Each head nurse took time to fill in each questionnaire ranged from 20-30 minutes.

## LITERATURE REVIEWS

Time management is the act or process of exercising conscious control over the amount of time spent on specific activities, especially to increase efficiency or productivity. It is not just business or work activities, but eventually, the term broadened to include a wide scope of activities, including planning, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing (Wolters & Brady, 2020).

Effective time management has become increasingly important for managers as they seek to accomplish objectives in today's organizations, which have been restructured for efficiency while employing fewer people. Managers can improve their ability to manage time effectively by examining their attitudes toward time, analyzing time-wasting behaviors, and developing better time management skills. Managers can improve their performance and promotion potential with more effective time utilization, through time management program to learning Strategies for improving the time management skills (Courier, 2021).

Conflict between work and family roles can be seen as having two facets: work interfering with family (WIF) and family interfering with work (FIW). Work interfering with family and/or family interfering with work conflicts occur when the time devoted to the requirements of one role makes it difficult to fulfill requirements of another, strain from participation in one role makes it difficult to fulfill requirements of another, or specific behaviors required by one role make it difficult to fulfill requirements of another" (Greenhaus & Beutell, 2020).

## RESULTS AND DISCUSSION

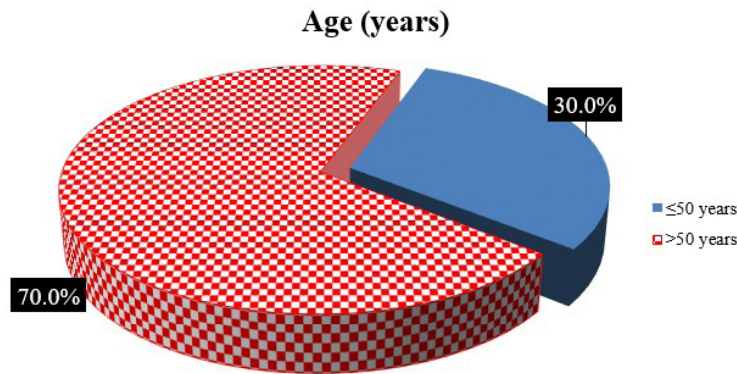
Figure (1) revealed that the great majority of the head nurses in the study sample were more than 50 years (70%). Table (1) indicates that before the intervention, slightly more than two thirds of studied sample had satisfactory knowledge of the concept of time management (67.5%) whether the time wasters' management knowledge was (32.5). Meanwhile, 42.5% had satisfactory knowledge of the pre-intervention. At the post-intervention phase, their knowledge significantly improved in all areas ( $p < 0.001$ ), reaching 97.5% for the post-intervention. The follow-up, the percentages having satisfactory knowledge remained significantly higher in comparison with the pre-intervention figures ( $p < 0.001$ ).

Table (2) As regards Total practice of time management as observed among Head nurses throughout implementation phases indicates that before the intervention all of them checked these, Planning, Setting goals, Setting priorities, Delegation, Workplace organization, Telephone interruptions Managing meetings, Managing unexpected visits, Control of the Time, Avoid procrastination, (35%), (37%), (30%), (12.5%), (17.5%) (45%), (52.5%), (22.5%), (12.5%), (12.5%) respectively. After implementation of the intervention, the same table indicates statistically significant improvements in most

practices. These improvements were sustained during the follow-up phase of the intervention. These changes were statistically significant ( $p < 0.001$ ).

Table (3) indicates that the highest range at pre-intervention was high level of WIF through total work interfering family among head nurses and their assistants (72.5%) while the highest range at post intervention was low level (82.5%) and at follow up intervention was (70%), there were statistically significant (0.001).

Table (4) indicates that the implementation of the study intervention was its only statistically significant dependent positive predictor. The model explains 39.7% of the variation in the practice score. There were significant influence on these score that head nurses and their assistants' characteristics had a significant influence on this score at years of experience in the current job 0.012 and previous training 0.020



**Figure 1:** Personal and job characteristics of Head nurses and their assistants in the study sample (N=40)

Figure (1): Distribution of the studied head nurses and their assistants according to their age “years”.

nurses and their assistants in the study sample were more than 50 years (70%).

Figure 1 displays that the great majority of the head

**Table 1:** Head nurses and their assistants ‘knowledge about time management domains throughout implementation phases (Pre, Post & FU), (N=40)

Domains of the knowledge about time management	Pre-Implementation		Post-Implementation		Follow Up		Pre vs. Post		Pre vs. FU	
	No.	%	No.	%	No.	%	x2	p-value	x2	p-value
A) The concept of time management	27	67.5	40	100.0	40	100.0	11.066	<0.001**	11.676	<0.001**
B) Time wasters	14	35.0	39	97.5	37	92.5	14.366	<0.001**	17.466	<0.001**
C) Time wasters management:	13	32.5	38	95.0	38	95.0	14.981	<0.001**	20.487	<0.001**
D) Time management strategies:	17	42.5	39	97.5	37	92.5	18.770	<0.001**	10.216	<0.001**

**Table 2:** Total practice of time management as observed among Head nurses and their assistants throughout implementation phases (Pre, Post & FU), (N=40)

Time management practice domains	Pre-Implementation		Post-Implementation		Follow Up		Pre vs. Post		Pre vs. FU	
	No.	%	No.	%	No.	%	x2	p-value	x2	p-value
Planning	14	35.0	39	97.5	38	95.0	25.119	<0.001**	24.113	<0.001**
Setting goals	15	37.5	38	95.0	39	97.5	23.125	<0.001**	25.231	<0.001**
Setting priorities	12	30.0	39	97.5	39	97.5	18.450	<0.001**	21.510	<0.001**
Delegation	5	12.5	40	100.0	39	97.5	10.135	<0.001**	12.209	<0.001**
Workplace organization	7	17.5	39	97.5	38	95.0	13.628	<0.001**	14.380	<0.001**

Telephone interruptions	18	45.0	39	97.5	39	97.5	25.913	<0.001**	25.873	<0.001**
Managing meetings	21	52.5	39	97.5	39	97.5	26.499	<0.001**	26.286	<0.001**
Managing unexpected visits	9	22.5	40	100.0	39	97.5	17.693	<0.001**	15.474	<0.001**
Control of the Time	5	12.5	40	100.0	40	100.0	9.448	<0.001**	10.779	<0.001**
Avoid procrastination	5	12.5	40	100.0	40	100.0	7.729	<0.001**	8.644	<0.001**

**Table 3:** Distribution of the studied head nursing according to their assessment work-family conflict about effect of the work on the family (Pre, Post & FU), (N=40)

Effect of the work on the family		Pre		Post		Follow Up		Pre vs. Post		Pre vs. FU	
		No.	%	No.	%	No.	%	x2	p-value	x2	p-value
Effect of the work on the family related to the time	Low	2	5.0	33	82.5	28	70.0	21.842	<0.001**	19.688	<0.001**
	Moderate	9	22.5	1	2.5	4	10.0				
	High	29	72.5	6	15.0	8	20.0				
Effect of the work on the family related to the workstrain	Low	2	5.0	33	82.5	28	70.0	17.874	<0.001**	33.693	<0.001**
	Moderate	8	20.0	1	2.5	4	10.0				
	High	30	75.0	6	15.0	8	20.0				
Effect of the work on the family related to the behavior	Low	2	5.0	33	82.5	28	70.0	37.213	<0.001**	32.254	<0.001**
	Moderate	10	25.0	1	2.5	4	10.0				
	High	28	70.0	6	15.0	8	20.0				
Total	Low	2	5.0	33	82.5	28	70.0	22.497	<0.001**	20.279	<0.001**
	Moderate	9	22.5	1	2.5	4	10.0				
	High	29	72.5	6	15.0	8	20.0				

Using: Chi-square test

p-value >0.05 NS; \*p-value <0.05 S; \*\*p-value <0.001 HS

**Table 4:** Best fitting multiple regression models for predictors of work-family conflict and demographic characteristics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
Age (years)	1.052	0.380	0.580	0.506	0.128
Marital status	0.094	0.076	0.106	1.629	0.112
Educational level in Nursing	1.101	0.718	0.790	0.274	0.601
Current Job	0.091	0.204	0.062	1.451	0.125
Years of experience in nursing (years)	0.080	0.074	0.094	1.227	0.188
Years of experience in the current job (years)	2.479	1.362	1.039	3.147	0.012*
Have you had any training (years)	2.119	1.164	0.888	2.690	0.020*

R= 0.397

Model ANOVA: F= 3.985, p-value <0.05

a Predictors: (Constant), Age (years), Marital status, Educational level in Nursing, Current Job, Years of experience in nursing (years), Years of experience in the current job (years) and Have you had any training (years)

b Dependent Variable: work-family conflict

## Discussion

Results of the present study revealed that, in post training implementation and in follow up phase there was highly statistically significant difference in the total time management's knowledge. In my opinion this could direct the attention that the implementation of time management training was succeeded as a mean for improving head nurses' time management knowledge and maximized their knowledge about most aspects of time management because it was planned and implemented according to head nurses pre assessed results. Furthermore, the simplification of educational matter of time management training and well-presented information by suitable educational aids increased the head nurses' desire to acquire needed principles and knowledge as well as trying to apply it.

In agreement with the present study findings, (Alsayed, 2020) had reported that there was a difference between pre and post interventions regarding time management knowledge. Meanwhile in post and follow up phase, knowledge has improved and majority of group who received the program had satisfactory knowledge. Furthermore, these findings are in congruence with a number of previous studies that have demonstrated high improvement of their subjects' knowledge level related to time management after attending the training (El Sabahy *et al.*, 2015). On the other hand, the present study finding disagreed with the result of Hamed (2023) that showed the head nurses had high knowledge regarding time management before implementing the training.

Moreover, the current study results portray that there is a statistically significant difference in head nurses' total time management practice and its domains between pre- and post-intervention and follow –up intervention. The effect of the training also remained high after three months indicating the high quality of training as well as the head nurses' eagerness and active participation.

Moreover, the current study results indicated an increase in the total satisfactory time management practice among head nurses regarding setting priorities ,delegation, workplace organization, telephone interruptions, managing meetings , managing unexpected visits, control of the time, avoid procrastination at post and follow up intervention implementation. This result might be due to improving level of head nurses 'knowledge after intervention implementation led to increase current use of time management skills as use of effective tools and setting goals according to priorities. And so this help them to control their time and motivate the head nurses for creative work, job satisfaction, productivity, improve their performance and decrease work-family conflict.

In agreement with the previous results (Chan *et al.*, 2021) results mentioned that the overall magnitude of time management practice among employees employed in Gondar 'primary hospitals was low. Moreover (Saleh *et al.*, 2020) study results revealed that there was a highly statistically significant difference in total time management, goal setting, managing interruption,

procrastination. Similarly Jeffrey *et al.* (2022) results displayed that there was a highly statistically significant improvement in head nurses and their assistants 'skills regarding time management immediate post program and slightly decreased three months follow up the program compared to preprogram scores.

Regarding total work family conflict among head nurses ,the present study revealed that the highest range at pre-intervention was high level of WIF through total work interfering family among head nurses and their assistants was slightly more than seventy percentage, while the highest range at post intervention was low level was slightly more eighty percentage and at follow up intervention was seventy percentage, there was statistically significant difference between intervention and post, and follow up intervention. These results may be explained by the negative effect of the time management training on the head nurses work family conflict through total work interfering family among head nurses and their assistants. In congruent with these results (Wise & Sarah, 2022) showed that more than two third of the studied reported high level in pre intervention and became low in post and follow up intervention throughout total work interfering family and highly difference statistically significant.

Regarding total work family conflict predictors, for the head nurses and their assistants' work-family conflict score, the present study revealed that the implementation of the study intervention was its only statistically significant independent positive predictor. The model explains 39.7% of the variation in the practice score. There were significant influence on these score that head nurses and their assistants' ' characteristics had a significant influence on this score at years of experience in the current job and previous training on time management. These results may be due to the head nurses who had increase of years of experience in current job and previous time management training were able to manage their time and deal with work family conflict with effectively manner more than who lower them.

In congruent with these results (Adams & Gary, 2023) showed that the implementation of the study intervention was its only statistically significant independent positive predictor. And there were statistically significant at years of experience in the current job and previous training on time management. Effective time management can lead to effective work family conflicts management, reduced stress, and a more balanced work load, all of which contribute to lower work family conflict. Also, this could be explained by good experience in planning decreases employees' dependence on others what to do and task leading activities timely (Adams & Gary, 2023).

## CONCLUSION

The study revealed that the head nurses 'time management skills improved markedly after implementing the time management training program in the intervention and reduce the level of work family conflict among head nurses.

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